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HOUSE DEMOCRATIC POLICY COMMITTEE

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House of Representatives
COMMONWEALTH OF PENNSYLVANIA

HOUSE DEMOCRATIC POLICY COMMITTEE HEARING

Topic: Labor Jobs and Apprenticeships

Temple University – Philadelphia, PA

March 11, 2020

AGENDA

- 2:00 p.m. Welcome and Opening Remarks
- 2:10 p.m. Panel of Unions:
- Joe Lockley
Council Representative, Philadelphia Carpenters Local 158
 - Tom Millio
Instructor, Philadelphia Joint Apprentice Training Center
 - Sarah Robbins
Senior Manager of Youth Partnerships, Training & Upgrading Fund, District 1199c
 - Paul Pokrowka
Legislative Director & Chairman, Pennsylvania International Association Sheet Metal,
Air, Rail & Transportation Union
- 3:00 p.m. *Questions & Answers*
- 3:20 p.m. Shirley Moy
Executive Director
Temple University's Lenfest North Philadelphia Workforce Initiative
- 3:40 p.m. *Questions & Answers*
- 4:00 p.m. Closing Remarks

**HOUSE DEMOCRATIC POLICY COMMITTEE HEARING
On Labor Jobs and Apprenticeships**

Testimony provided by: Shirley Moy, Executive Dir., Lenfest North Philadelphia Workforce Initiative
Temple University – shirley.moy@temple.edu
Testimony provided on: March 9, 2020 from 2:00 PM to 4:00 PM
Testimony provided at: Temple University, Liacouras Center, Philadelphia, PA

Thank you for the opportunity to share comments at the House Democratic Policy Committee Hearing. Firstly, I would like to introduce myself as the Executive Director of the Lenfest North Philadelphia Workforce Initiative, which is under the Office of the Vice President of Public Affairs at Temple University. While I assumed this position in 2018, I have over twenty years of experience working at the university.

Based on my experiences, I would like to highlight issues, programs and processes that the LNPWI is deploying to alleviate poverty in Pennsylvania, in communities like North Philadelphia. I firmly believe how you define the problem, defines the solution.

Firstly, the Temple LNPWI places value on community-engagement. North Philadelphia is diversely rich with assets, including community- and faith-based organizations, social service providers, healthcare institutions, employers, etc. The residents, themselves, represent a wealth of resources. When the LNPWI was designed, care was taken to understand the challenges and opportunities from these multiple perspectives.

Secondly, there was emphasis on understanding workforce issues from a data-informed lens, which included understanding labor force participation, barriers to employment, trends in job opportunities, and existing resources. The result of this period of discovery was the “Driving Working Development Solutions for North Philadelphia” publication, produced in collaboration with the Economy League of Greater Philadelphia and Philadelphia Works, Inc.

Thirdly, there is common sense reality that coordination is key to avoiding redundancies of services. The LNPWI has created the Opportunities for Workforce Leadership (OWL) Collective, which includes representation of over 35 organizations that meet bi-monthly to network, share resources and ideas, and to foster collaboration. Temple University and Temple University Health System are central anchor institutions in North Philadelphia, and are invested in this work.

Finally, making strategic investments is critical. With a \$2.6 million grant from The Lenfest Foundation for fiscal year 2019-20, the LNPWI was able to redistribute \$1.8 million for eleven distinct projects that intentionally involved community and university partnerships, and which aligned with the City’s workforce plans. In less than a year, the LNPWI OWL Collective has been able to leverage an additional \$1.3 million in local and state government funding, adding additional revenue for projects, targeting specific populations and programs.

Funding has been targeted to specific populations, who face greater barriers to employment, including Opportunity Youth, individuals without a high school diploma, individuals with a disability, English Language Learners/Immigrants, and returning citizens. With support from the LNPWI, the OWL Collective has instituted the following placed-based initiatives to prepare individuals for sustainable job opportunities:

- Summer and year-round, paid and unpaid internship opportunities for high school youth and young adults with employers, including Temple University and Temple University Health Systems.
- Programs that help individuals obtain their high school equivalency, either the GED, HiSET Certification or 30 college credits
- Initiatives that prepare individuals for work -- focusing on critical foundational skills and 21st Century skills
- Supportive services to reduce barriers to participation
- Training of individuals for entry-level positions (that require only a high school equivalency), resulting in industry recognized certifications, and jobs with reasonable wages.
- Training and employment opportunities in property maintenance, grounds-keeping, construction, renovation/installation, weatherization, electrical and other building trades are being offered to returning citizens, public housing residents, and Opportunity Youth.

The LNPWI recognizes that much more needs to be done at the basic community level and with more intensive employer engagement. Many community residents are not fully aware of the resources, services and programs that are being offered. More effective strategies to provide access to information from trustworthy sources seem to be a promising culturally-appropriate practice.

Generally speaking, employers are engaged in workforce development, but at different levels -- from just hiring individuals, to participating in or being involved in designing training, to investing in individuals and developing apprenticeship opportunities. Employers benefit from the efforts of the public workforce system, which is preparing individuals for jobs. There an opportunity to press employers to intentionally make more of a commitment and a financial investment in the public workforce system.

With these thoughts in mind, the LNPWI will continue to focus on four identified priority areas:

1. Fostering connections and collaboration in the vast ecosystem of workforce development organizations and employers
2. Supporting and elevating human resources practices that directly benefit North Philadelphia residents
3. Supporting data-informed workforce development programming and training that will provide practical skill-building and educational opportunities
4. Expanding access to supportive services, so that people who are able to work do not continue to be limited by their circumstances

If we are to break the cycle of unemployment and underemployment in North Philadelphia, these are important places to start.

14TH ANNUAL NEIGHBORHOOD JOB FAIR

Over 150 employers all looking to hire



Date and Time

Thursday, May 14, 2020
10 a.m. to 2 p.m.

Location

Temple University
STAR Complex
1816 N. 15th Street (corner of 15th
Street and Montgomery Avenue)
Philadelphia, PA 19121

Adult Job Seekers, Recent College Grads, Military Veterans, and Trade Skills Professionals Strongly Urged to Attend
Attendees should come on-time, dressed in interview-ready attire, and with multiple copies of your resume!

We can help you prepare an outstanding resume, improve your interviewing skills, and provide professional clothing. Contact us at lnpwi@temple.edu.

 **Temple
University**
Lenfest North Philadelphia
Workforce Initiative

For more information, contact:
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michael.robinson@temple.edu
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Driving Workforce Development Solutions for North Philadelphia

A Guide for Lenfest North Philadelphia

Workforce Initiative Strategic Investments



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University**

Lenfest North Philadelphia
Workforce Initiative

Executive Summary

In March 2018 Temple University announced the formation of the Lenfest North Philadelphia Workforce Initiative (LNPWI), a flagship effort aimed at breaking the cycle of poverty that exists for far too many residents of North Philadelphia. Funded by the Lenfest Foundation and working in tandem with major economic development initiatives across the city, the LNPWI seeks to connect North Philadelphia residents to sustainable job opportunities by addressing two distinct, but deeply interrelated challenges affecting the communities surrounding Temple. First, many working-age individuals are out of work, have trouble finding employment or have trouble staying employed. Second, of the North Philadelphia residents who are employed, many earn low wages or have limited opportunities to advance into jobs that pay family-sustaining wages.

With these challenges in mind, Temple University engaged the Economy League of Greater Philadelphia (Economy League) and Philadelphia Works, Inc. (PW) in late 2018 to provide a detailed assessment of the workforce development landscape in North Philadelphia. This report by the Economy League aims to inform LNPWI strategic investments on how to connect more North Philadelphia residents to sustainable job opportunities. Building on foundational analytics performed by PW, this report presents key findings for the North Philadelphia workforce development ecosystem, discusses a framework of best practices to guide investment in North Philadelphia and provides a set of recommendations for LNPWI strategic investments.

Defining North Philadelphia and priority populations

North Philadelphia is home to 35 diverse neighborhoods and communities. However, because of the amorphous nature of neighborhood boundaries and the realities of data collection, community- and neighborhood-level data is difficult to examine. As such, the LNPWI focused on evaluating information for larger geographies, examining the following zip codes surrounding Temple University and Temple Health: 19121, 19122, 19123, 19125, 19130, 19132, 19133, and 19140 (see Figure 1).

While the overarching mission of the LNPWI is to connect all North Philadelphia residents to sustainable job opportunities, access to opportunities can differ for North Philadelphia residents for a variety of pre-existing reasons. Considering these factors, the LNPWI has identified a set of “priority populations,” widely considered to be the most vulnerable.

Noncitizens/immigrants—Individuals who are not U.S. citizens.

English as a second language individuals—Individuals who speak a language other than English as their primary language.

People with a disability—Individuals who have one or more disabilities as defined by the American Community Survey (ACS). These include hearing, vision, cognitive, ambulatory, self-care and independent living difficulties.

Benefits recipients—Individuals who draw public assistance benefits, including but not limited to Temporary Assistance for Needy Families, and Supplementary Nutrition Assistance Program.

Returning citizens—Individuals who have been imprisoned or incarcerated.

Veterans—Individuals who have served in the armed forces.

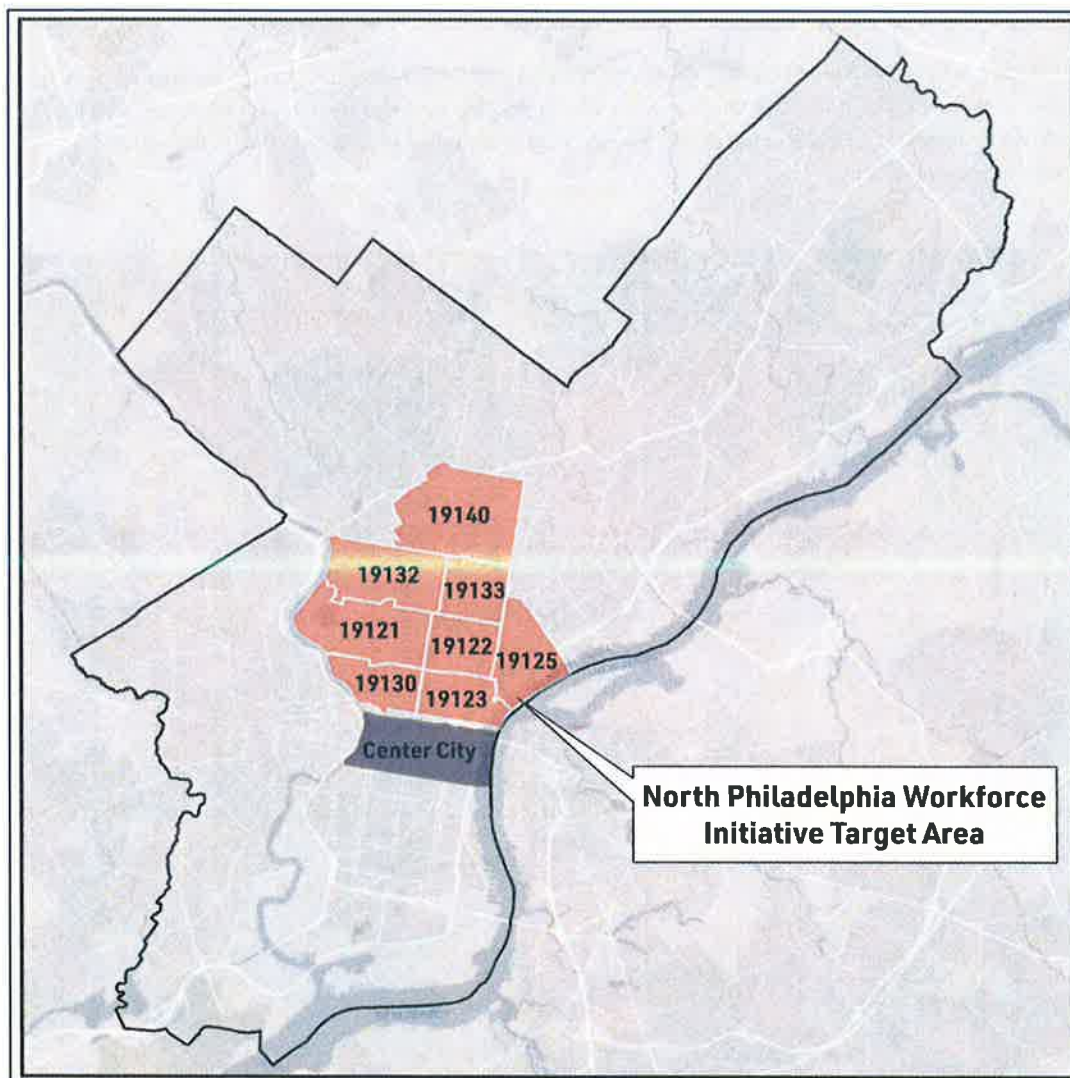
Opportunity youth—Individuals between the ages of 16 and 24 who are neither in school nor working.

Empowering North Philadelphia residents through language

The LNPWI seeks to empower North Philadelphia residents both through increasing access to sustainable job opportunities and rethinking terminology commonly used in workforce and economic development literature. While widely used, definitions such as “low-skill” can be isolating to individuals seeking work or advancement opportunities. Instead, drawing from resources such as the Foundational Skills Framework at the Institute for the Study of Adult Literacy, this report substitutes commonly used workforce development jargon with terminology that seeks to empower North Philadelphia residents, and gives them agency over their workforce development process.

| Commonly-used terminology | Empowered terminology |
|---------------------------|-------------------------------|
| Low-skill occupation | Foundational-skill occupation |
| Middle-skill occupation | Specific-skill occupation |
| High-skill occupation | Specialized-skill occupation |
| Soft skill | Power skill |

Figure 1: Lenfest North Philadelphia Workforce Initiative target area



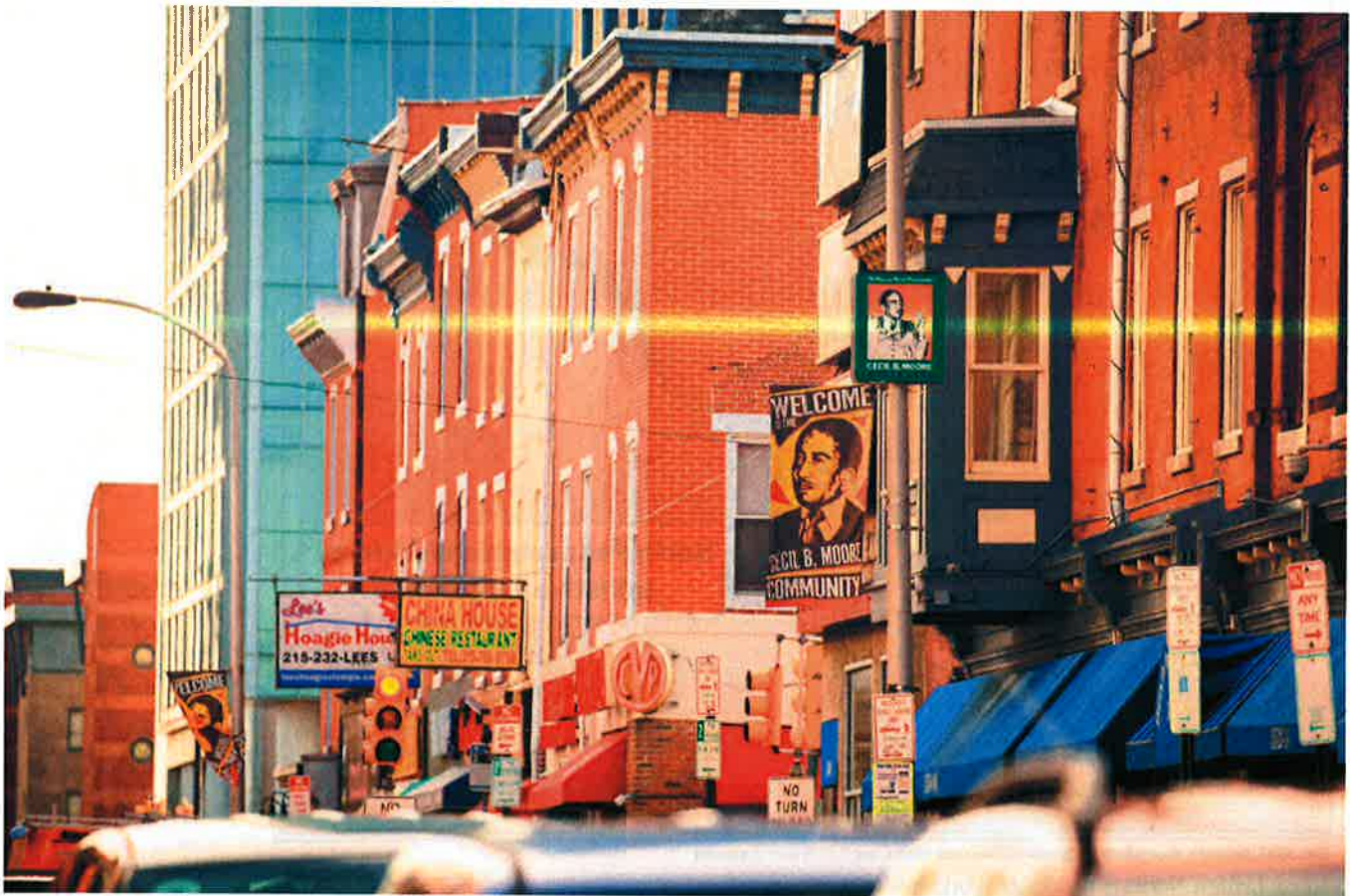
Esri, HERE, DeLorme, MapmyIndia, © OpenStreetMap contributors, and the GIS user community

Source: Lenfest North Philadelphia Workforce Initiative

Best practices in workforce development

Evaluating North Philadelphia's employment landscape and proposed interventions through a framework of best practices is a helpful way to inform how strategic investments can deliver the most effective results. The following five criteria represent literature-reviewed and data-driven workforce development best practices that have proven successful for job seekers, employees and employers.

1. **Employer engagement**—Early and continual engagement and investment between workforce development providers and employers yields effective results for job seekers, employees and employers.
2. **Community engagement**—When workforce development providers and employers tap into existing civic infrastructure and community networks, they can help connect individuals to the right resources, and spread relevant information.
3. **Career advancement**—Long-term impact in workforce development includes connecting individuals to job opportunities; it also includes career advancement and continual learning opportunities wage growth.
4. **Sharing of resources and information**—An interconnected workforce development ecosystem begins with workforce development and community programs' ability to effectively collect and share valuable information and resources.
5. **Broad access to supportive services**—A range of factors may keep individuals from entering and thriving in the workforce. When individuals have access to the supportive services they need, such as affordable childcare, reliable transportation and digital literacy, they experience fewer roadblocks to finding and maintaining employment.



Key findings about North Philadelphia's employment landscape today

Interviews with 19 employers and workforce development organizations, 111 responses to an Economy League survey, foundational analytics performed by PW, and focus group "Community Table Talks" facilitated by Temple University yielded the following key findings and sub-findings about the North Philadelphia employment landscape.

1. **North Philadelphia is young and diverse.**
2. **North Philadelphia is home to strong anchor institutions.**
3. **North Philadelphia has a rich and complex network of workforce development resources.**
4. **Healthcare, education, and technology present promising job opportunities for North Philadelphia residents.**
5. **Many North Philadelphia residents face obstacles to career advancement, but opportunities exist.**
 - Many North Philadelphia residents work in industries and occupations with limited upward advancement.
 - Key transferrable skills exist in the industries and occupations that employ most North Philadelphia residents.
6. **Automation is a threat to many jobs held by North Philadelphia residents today.**
7. **Educational attainment is a pervasive barrier in North Philadelphia.**
 - Most posted job opportunities have education requirements beyond average educational attainment in North Philadelphia.
 - In many cases, North Philadelphia residents are many steps away from competing for jobs.
8. **There is untapped potential to align employer needs with the needs of North Philadelphia residents.**
 - There is alignment between workforce challenges facing North Philadelphia residents, and hiring challenges facing employers.
 - Employer engagement is abundant and varied, but employer input into the workforce development curriculum is less frequent.
 - Recruitment and hiring strategies conflict with digital access realities for North Philadelphia residents.
9. **Limited access to supportive services is the first roadblock to employment and advancement.**



Recommendations for strategic investments

Identifying the most promising investment opportunities is critical to bringing sustainable job opportunities to North Philadelphia residents. This report identifies pointed recommendations within four priority areas and identifies where LNPWI efforts can help move the needle for North Philadelphia residents. Recommendations also include Opportunities for Workforce Leadership (OWLs), or opportunities that lie directly within Temple University and Temple Health.

PRIORITY AREA 1

Foster connections and collaboration in the workforce development ecosystem

1. Leverage real estate partnerships to develop community training facilities at anchor institutions.
2. **OWL:** Examine the viability of deploying a shared resource platform to connect individuals to workforce development opportunities.
3. **OWL:** Elevate and publicize Temple University's centralized coordinated workforce development efforts.
4. Launch a community ambassador program.
5. Create a shared table to bring together major North Philadelphia stakeholders around workforce development.

PRIORITY AREA 2

Support and elevate human resources practices that benefit North Philadelphia residents

1. **OWL:** Further study the breadth and depth of hiring potential within Temple University and Temple Health.
2. Publish an employer handbook of best practices for connecting to talent in North Philadelphia.
3. Evaluate the current human resources practices at anchor vendors to increase opportunity for North Philadelphia residents.
4. Elevate the work of employers that engage in human resources best practices for North Philadelphia residents.

PRIORITY AREA 3

Support data-informed workforce development programming and training

1. Create a digital access and digital literacy strategy.
2. Create cross-sector career pipelines into promising industries and occupations.
3. Facilitate employer input into training curriculum in promising industries and occupations.
4. Allocate resources to Spanish language workforce development programs.
5. Prioritize resources for workforce training and programs in promising industries and occupations.

PRIORITY AREA 4

Expand Access to Supportive Services

1. **OWL:** Incorporate workforce development screening and resource education into existing public health screenings.
2. Launch an employer training and education campaign on trauma and workforce development outcomes.